



Haringey Council

General Purposes Committee

On 19th May 2011

Report Title: Rethinking Haringey

Report of **Chief Executive**

Signed :

Contact Officer : Kevin Crompton, 020 8489 2648

Wards(s) affected: **All**

Report for: **[Key / Non-Key Decision]**

**1. Purpose of the report**

- 1.1. To update Members on proposals to reorganise the Council's top three tiers of staff.
- 1.2. To report on the latest equality impact assessment for Rethinking Haringey

**2. State link(s) with Council Plan Priorities and actions and /or other Strategies:**

- 2.1. The proposals in this report should assist to deliver the Council Plan and those elements of the sustainable Community Strategy assigned to the Council.

**3. Recommendations**

- 3.1. Members are asked to note the progress towards restructuring the top three tiers of Council staff.
- 3.2. Members are asked to agree to the minor changes arising from further consideration of the structure agreed at Council in February 2011 as detailed at paragraph 6.5.
- 3.3. Members are asked to note the equality impact assessment attached at appendix 1.

**4. Reason for recommendation(s)**

- 4.1. A report was agreed at the Council meeting on 24<sup>th</sup> February 2011 on an organisational structure for the top three tiers. Members agreed that following the completion of consultation with staff and unions any amendments arising should

be reported to General Purposes Committee.

## 5. Other options considered

5.1. Various models of staffing structure are used in Councils and were researched as a part of the development of the attached proposals.

## 6. Summary

6.1. General Purposes Committee is responsible for staffing matters including terms and conditions. The Committee received a report noting the commencement of consultation on proposed changes to its meeting on 25<sup>th</sup> January 2011, and agreed methods by which the proposals might be implemented. It received a further report on 10<sup>th</sup> March 2011 with an update on progress towards completion of an equalities impact assessment.

6.2. The timetable for change was:

Milestones	Activities	Due date
<b>Phase 1</b>		
Principles agreed	Report to Cabinet	25 January 2011
	Report to General Purposes Committee	25 January 2011
	Report to Full Council	24 February 2011
Consultation & Communication	Consult on new structure	18 <sup>th</sup> January – 28 <sup>th</sup> February 2011
Staffing changes made	Authorisations, changes to job descriptions etc	March - April 2011
<b>Phase 2</b>		
Phase 2 transition		Jan-March 2012
Phase 2 implemented		1 <sup>st</sup> April 2012

6.3 That timetable has been delivered with all Member appointment panels completed for jobs subject to change. The resultant changes have informed an update to our equality impact assessment which is attached at appendix 1.

6.4 Arising from consultation with staff and unions further consideration has been given to the methods deployed to deliver large scale programmes of change. The current proposals are that capital programmes of work will be managed through the Place & Sustainability Directorate with resources moving from the former Building Schools for the Future team across from the Children's & Young People Directorate.

6.5 That proposal remains. In addition it is possible to generate further efficiency by bringing together resources deployed to support projects. It is proposed that a project support office be set up to better co-ordinate those resources deployed in the Council on

project activity. The service will report to the Chief Executive. It will replace a number of project offices in the Council including the one currently devoted to efficiency. Any staffing changes arising from the proposal will be progressed in accordance with the standard Council employment processes for reorganisation. This staffing change should reduce current expenditure which will require further analysis to provide detailed estimates.

#### **7. Chief Financial Officer Comments**

- 7.1. The Chief Financial Officer has been consulted over the contents of this paper to gain an understanding of the likely impact of the proposed reorganisation on the top three tiers of the Council.
- 7.2. Savings from the reorganisation have already have been captured as part of the individual budget proposals that underpin the 2011/12-2013/14 financial planning process and that were part of the budget agreed at Council on 24<sup>th</sup> February 2011.

#### **8. Head of Legal Services Comments**

8.1 The Head of Legal Services has been consulted on the content of this report. The report provides an up-dated Equalities Impact Assessment. In order to satisfy the Council's public sector equalities duties the Equalities Impact Assessment attached to this report should be considered before any final decisions are taken.

8.2 It is noted that with regards to the proposal to set up a project support office the report acknowledges that the envisaged organisational change will be progressed in accordance with the Council's policies and procedures regarding reorganisation, redeployment and redundancy. Consultation will be required with individual employees affected by the proposals and with recognised trade unions before this proposal is finalised and implemented.

#### **9. Equalities & Community Cohesion Comments**

- 9.1. An equality impact assessment has been carried out and reported at various stages of Rethinking Haringey and the latest version is attached.

#### **10. Consultation**

- 10.1. Consultation with staff and trades unions ran from 18<sup>th</sup> January until the end of February 2011. Staff were provided with a copy of the proposals at a meeting on 18<sup>th</sup> January and have had further opportunities to discuss the structure. Comments were received from staff and unions. All were considered by the Chief Executive and responded to. Certain of the proposals in this report arise from comments made during the consultation.





**Haringey** Council

## Haringey Council

### Equalities Impact Assessment (EqIA) for Organisational Restructures

<b>Date:</b> 17 February 2011
<b>Department and service under review:</b>  Rethinking Haringey - Council top 3-4 tiers of management
<b>Lead Officer/s and contact details:</b>  Stuart Young, Asst Chief Executive 020 8489 3174 Steve Davies, Head of Human Resources 020 8489 3172
<b>Contact Officer/s (Responsible for actions):</b>  Stuart Young, Assistant Chief Executive Steve Davies, Head of Human Resources
<b>Summary of Assessment</b> (completed at conclusion of assessment to be used as equalities comments on council reports)

The Equalities Impact Assessment for service restructures should assess the likely impact of restructuring on protected equalities groups of employees by: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex (gender), sexual orientation.

The assessment is to be completed by the business unit manager with advice from HR. It is to be undertaken by an assessment of the basic employment profile data and then answering a number of questions outlined below.

**PART 1**  
**TO BE COMPLETED DURING THE EARLY STAGES OF CONSULTATION WITH STAFF/ UNIONS ON THE STRUCTURE**

**Step 1 – Aims and Objectives**

1. Purpose – What is the main aim of the proposed/new or change to the existing service?

Since the election of the Coalition Government there have been many announcements signaling significant reform in areas as wide-ranging as the NHS, regeneration, housing, schools and the welfare system. Local authorities will be taking on new areas of responsibility e.g. health improvement, as well as developing new ways of working such as strategic commissioning. These changes will transform our relationship with the voluntary and independent sectors.

The Government's view is that public services need to change so that:

- less is delivered by the state
- local people have a bigger role in designing services to meet their needs
- citizens have more responsibility to hold the state to account
- there needs to be greater collaboration between public sector bodies

In June 2010 the Government's emergency budget announced that the country is being asked to make £6.2billion of savings during 2010-11. Local government's share of these savings was £1.165billion. Further reductions were announced in the October 2010 Spending Review, amounting to a reduction in funding to local government of approximately 28% over the next four years. In December 2010 the local government settlement confirmed the level of reductions and front loaded them so that most cuts need to be made in 2011/12. This means that the money available to public services will be reduced more steeply and more quickly than ever before.

We are concerned that the recent national policy changes and cuts to public sector budgets will increase inequality and threaten social cohesion. Poverty will increase due to reductions in for example, housing and disability benefits and education maintenance allowance leading to an income gap for those dependent on them and the increased marginalisation of minority groups. These policy changes combined with

the financial situation are changing the landscape for the public sector and represent a significant challenge to us.

### **What does it mean for Haringey?**

Haringey Council will need to reduce its budget by approximately £46million in 2011/2012. We are also facing increased demand for some services which alongside the reduction in funding means that we cannot operate as we have done in the past. We are working to minimise the impact of these cuts on 'front line' services. This will not be easy as we cannot sustain everything we currently provide and we do not believe that simple 'salami slicing' of budgets will deliver the best outcome. We want to prioritise the things that really matter to local people, re-design services so that they cost less and work better, concentrate on getting the right outcomes and enabling people and communities to become more self reliant.

In addition to the savings that we as the council are making our public sector partners will also be making big savings and changing what they do and how they operate. The voluntary and community sector are also likely to be affected by these changes. We will therefore work with all these partners to try to ensure that our collective 'front line' offer to the public is the best that can be delivered within the financial constraints.

We are determined to approach these challenges in a way that puts the future of the borough and its communities first. We will not lose sight of our ultimate goal for the improved well-being of local people or our responsibility for delivering our ambitions. To achieve this we will prioritise and target the use of our resources and be creative in finding new ways to deliver 'better for less'. Value for money and efficiency has never been so important and we will ensure our services are the best we can deliver within the resources available.

The changes we need to make will be complex, far reaching and within a difficult timescale. We have to rethink services to develop a much leaner council focused on delivering positive outcomes for our community and reduce cost and spend.

The council will look very different in the future. Whilst we will continue to deliver some services in line with strategic priorities, we will also have to take on a new role as a commissioner, advocate and broker for other services.

### 2. What are the main benefits and outcomes you hope to achieve?

In responding to the challenges we face the council is proposing to adopt the following vision for Haringey:

**'One Borough One Future:  
Reducing inequalities - working for a better society'**

Our aim is:

## Aim

To sustain and improve the life chances of our residents, especially those who are most vulnerable, and develop a borough which is a good place to be born, learn, work, have fun and grow old.

### 1. Our outcomes

We believe we can achieve our vision and aim by adopting the following outcomes:

## Outcomes

### Outcome 1 Thriving

Regenerating the borough; creating opportunities for employment and educational attainment; tackling low income and poverty; providing a balance of different types of homes which offer quality, affordability and sustainability

### Outcome 2 Healthier

Tackling health inequalities amongst children and adults; promoting healthier lifestyles and independence

### Outcome 3 Safer

Reducing the incidents and fear of crime and anti-social behaviour; safeguarding children and adults

### Outcome 4 Sustainable

Tackling climate change and managing our environmental resources more effectively; ensuring an attractive, clean, sustainable environment

### Outcome 5 Empowered

Promoting opportunities for community involvement and volunteering; enabling self reliant communities

### 3. How will you ensure that the benefits/ outcomes are achieved?

In order to move towards a new way of working and reduce our costs we need to review both the current council structure and the current service offer. We will need to establish:



### A council which

- is leaner and more integrated with a considerably smaller ratio of managers to staff
- focuses on outcomes
- is customer focused with a higher number of staff directly delivering services than those in support roles
- commissions and designs services based on a robust understanding of its population
- delivers only that which it does better than others
- maximises effectiveness and efficiency through the use of technology
- provides information and access to services via the internet where possible and in other ways where appropriate
- ensures safeguarding of vulnerable people

Although many of our services are already commissioned from the voluntary sector, the private sector and other partners and some council directorates have already begun changing how they deliver services (e.g. within adult social care with the introduction of personalisation), now is the time to fundamentally rethink our organisational structure and service offer.

The scale of organisational change requires a two phased approach. The first phase will deal with the budget pressures for 2011/12 and the second phase will establish the longer term shape of the council. Our current council structure is shown in Appendix 1.

#### Phase 1 (April 2011-March 2012)

Initially we need to reduce costs by approximately £46 million; this will require interim organisational changes, largely retaining the current organisational shape with a smaller workforce. The proposal is shown in Appendix 2.

#### Phase 1

- A **place directorate** responsible for commissioning the frontline delivery of the public realm<sup>1</sup>, strategic housing functions, regulatory and economic regeneration activities including worklessness
- An **adult services directorate** responsible for commissioning social care services, safeguarding, support for an enabled voluntary and community sector; recreation, cultural services
- A **Children's services directorate** focused on safeguarding, supported by a

<sup>1</sup> By this we mean commissioning services which provide the opportunity to reshape and transform the physical appearance of Haringey, creating a more skilled and better trained workforce and involving the community in the development and maintenance of neighbourhoods.

- reorganised prevention and early intervention function; schools, Youth Services
- **A Corporate services directorate** including finance, IT, legal, benefits, customer services
  - **A Chief Executive's service** providing the policy, business intelligence, transformational change capacity, support for democracy, Human Resources
  - **A Public Health directorate** focused on health improvement, health protection, commissioning health services

#### **Phase 2 (April 2012 onwards)**

The longer term organisational design is shown in Appendix 3.

#### **Phase 2**

- **Place Services** that commissions the frontline delivery of the public realm including leisure activities and estate management
- **Adult Services** commissioning social care services, safeguarding, support for an enabled voluntary and community sector, strategic housing
- **Children's Services** with a focus on safeguarding, prevention/early intervention, a new service offer to schools that maximises resources on their behalf, Youth Services
- **Corporate and Chief Executive functions, and Public Health Services** as previously described
- **Customer Hubs**

Some support functions could be delivered in partnership with other boroughs. It is intended that such opportunities are maximised during this phase.

### **Step 2 – Current Workforce Information & Likely Impact of your proposals**

Note – there is an Excel template that accompanies the EIA Service Restructure template on Harinet. This is to help you complete the tables of staff information and % calculations. You will also find the latest Annual Council Employee Profile on Harinet (based on data for a financial year) to help complete the council and borough profile information. Ask HR if you cannot find it.

1. Are you closing a unit? **NO**

- If No, go to question 3.

- If Yes, please outline how many staff will be affected broken down by race, sex (gender), age and disability.
- In addition if you have information on the breakdown of your staff by the following characteristics: gender reassignment, pregnancy and maternity, religion or belief, sexual orientation; you must consider the impact on these groups.

2. Can any staff be accommodated elsewhere within the service, business unit or directorate?

- If Yes, identify how many by race, sex, age and disability. And where possible identify the number by gender reassignment, pregnancy and maternity, religion or belief, and sexual orientation.

## Race

3. Provide a breakdown of the current service by Grade Group and Racial Group following the format below.

### Council Top 3-4 tiers of management

Grade Group	Total No Staff	No. of Race Not Declared Staff	% of Grade Group	White Staff	% of Grade Group	White Other Staff	% of Grade Group	BME Staff	% of Grade Group
SC1-SC5									
SC6-SO2									
PO1-PO3									
PO4-PO7	6	0	0%	5	83%	0	0%	1	17%
PO8+	99	1	1%	67	68%	19	19%	12	12%
<b>TOTAL</b>	<b>105</b>	<b>1</b>	<b>1%</b>	<b>72</b>	<b>69%</b>	<b>19</b>	<b>18%</b>	<b>13</b>	<b>12%</b>

### Council & Borough racial group comparison figures

Grade Group	No of White in Grade Group	White % in Grade Group	No of White Other in Grade Group	White Other % in Grade Group	No of BME in Grade Group	BME % in Grade Group	BME% Borough Profile
SC1-SC5	364	21	202	12	1137	66	
SC6-SO2	281	24	218	19	669	57	
PO1-PO3	225	34	128	19	310	47	
PO4-PO7	244	39	134	21	243	39	
PO8+	168	63	39	15	52	20	
<b>TOTAL</b>	<b>1282</b>	<b>29</b>	<b>721</b>	<b>16</b>	<b>2411</b>	<b>54</b>	<b>34</b>

Note – Sc1-5 – approx £14,900 - £23,300; Sc6 – SO1 approx £23,950 - £28,000; PO1-3 approx £28,800 - £36,300; PO4-7 approx £36,300 - £47,200; PO8+ approx more than £48,500.

4. Highlight any grade groups that are very under represented compared with the council profile and where relevant the borough profile.

- BME staff in grades PO8 and above in the top 3-4 tiers of council management.

5. Do any ring fences disproportionately impact on staff from one ethnic minority group (white, white other, asian, black, mixed race) or Black & Minority Ethnic (BME) staff only? NO

- If No, go to question 8.
- If Yes, how many of these staff might be displaced?

6. By how much does these staff change the % (percentage) of BME staff in the structure? Show start and end %.

7. Can any of these staff be accommodated elsewhere within the proposed new structure or can you amend the structure to accommodate them e.g. consideration of flexible working or reduced hours including flexible retirement, voluntary reduction of grades, etc.?

- If Yes, how many and what effect do they have on the BME %? Show start and end %.

## Gender

8. Provide a breakdown of the current organisation by Grade Group and Gender breakdown following the format below

Council top 3-4 tiers of management						HGY & Borough Profile				
Grade Group	Total No Staff	No. Male Staff	% of Grade Group	No. Female Staff	% of Grade Group	No of Female Staff	% Female in Grade Group	No of Male Staff	% in Grade Group	Female / Male % in borough
SC1-SC5						1138	68%	532	32%	
SC6-SO2						867	74%	311	26%	
PO1-PO3						410	62%	255	38%	
PO4-PO7	6	1	17%	5	83%	401	64%	229	36%	
PO8+	99	53	54%	46	46%	139	52%	126	48%	
TOTAL	105	54	51%	51	49%	2981	67%	1479	33%	50/50

Note – Sc1-5 – approx £14,900 - £23,300; Sc6 – SO1 approx £23,950 - £28,000; PO1-3 approx £28,800 - £36,300; PO4-7 approx £36,300 - £47,200; PO8+ approx more than £48,500.

9. Highlight any grade groups that are very under represented compared to the % of females/males in the council.

None

10. Do any ring fences disproportionately impact on impact on female or male staff?

NO

- If No, go to question 13.
- If Yes, how many female / male staff might be displaced?

11. By how much do these staff change the % (percentage) of female/male staff in the whole structure? Show start and end %.

12. Can any of these staff be accommodated elsewhere within the proposed new structure or can you amend the structure to accommodate them e.g. consideration of flexible working or reduced hours including flexible retirement, voluntary reduction of grades, etc.?

- If Yes, how many and what effect do they have on the female/male%? Show start and end %.

### Age

13. Provide a breakdown of the current organisation by Grade Group and Age breakdown following the format below

Council top 3-4 tiers of management

Grade Group	TOTAL	25-34		35-44		45-54		55-64		65+	
	STAFF	No. Staff	% of Grade Group	No. Staff	% of Grade Group	No. Staff	% of Grade Group	No. Staff	% of Grade Group	No. Staff	% of Grade Group
SC1-SC5											
SC6-SO2											
PO1-PO3											
PO4-PO7	6	1	17%	1	17%	2	33%	2	33%		
PO8+	99	2	2%	10	10%	58	59%	29	29%		
TOTAL	105	3	3%	11	10%	60	57%	31	30%		
Council Profile	4460	784	18%	1108	25%	1574	35%	821	18%	56	1%
Borough Profile	225600	49858	22%	31736	14%	44669	20%	16694	7%	21206	9%

Note – Sc1-5 – approx £14,900 - £23,300; Sc6 – SO1 approx £23,950 - £28,000; PO1-3 approx £28,800 - £36,300; PO4-7 approx £36,300 - £47,200; PO8+ approx more than £48,500.

14. Highlight any grade groups with a high level of staff from a particular age group compared to the compared to the council profile.

PO8 and above grades aged 45-54 and 55-64 years.

15. Do any ring fences disproportionately impact on staff from one age group only?

NO

- If No, go to question 18.
- If Yes, how many of these staff might be displaced?

16. Does the displacement of these staff result in no representation of staff from a particular age group within the structure as a whole?

17. If Yes, can any of these staff be accommodated elsewhere within the proposed new structure or can you amend the structure to accommodate them e.g. consideration of flexible working or reduced hours including flexible retirement, voluntary reduction of grades, etc.?

- If Yes, how many and what effect do they have on a particular age group? Show start and end %.

### Disability

18. Identify the total number of disabled staff in the service following the format below:

Council top 3-4 tiers of mgt				HGYProfile	
Grade Group	Total No Staff	No. Disabled Staff	% of Grade Group	Total No of Staff Disabled in Band	% of Staff Disabled in Grade Group
Sc1-5				120	7%
Sc6-SO2				110	9%
PO1-3				47	7%
PO4-7	6	0	0%	44	7%
PO8+	99	1	1%	7	3%
TOTAL	105	1	1%	329	7%

Note – Sc1-5 – approx £14,900 - £23,300; Sc6 – SO1 approx £23,950 - £28,000; PO1-3 approx £28,800 - £36,300; PO4-7 approx £36,300 - £47,200; PO8+ approx more than £48,500.

19. Do any ring fences disproportionately impact on disabled staff?

NO

- If No, go to question 21.
- If Yes, how many of these staff might be displaced? Show start and end numbers and %.

20. Can any of these staff be accommodated elsewhere within the proposed new structure or can you amend the structure to accommodate them e.g. consideration of flexible working or reduced hours including flexible retirement, voluntary reduction of grades, etc.?

- If Yes, what effect will this have on the number of disabled staff? Show start and end numbers and %.

21. In addition to the above analysis of race, sex, age and disability you will need to consider the impact on groups with the following characteristics: gender reassignment, pregnancy and maternity, religion or belief, sexual orientation. Please ask HR for help with the data on:

- Gender Reassignment
- Religion/ Belief
- Sexual Orientation
- Maternity & Pregnancy

There is no anticipated impact on these groups arising out of the restructuring.

22. If you provide services to residents please also identify the potential impact/ issues relating to the change in service delivery as a result of your proposals.

N/A

Date Part 1 completed - 18 February 2011.



**PART 2**  
**TO BE COMPLETED AT THE END OF CONSULTATION WITH STAFF/ UNIONS**  
**ON THE STRUCTURE**

### **Step 3 – Consultation**

Outline below the consultation process you undertook, what issues were raised (especially any relating to the eight equalities characteristics).

Consultation was held directly with staff using meetings and email. The Chief Executive communicated the proposals to all staff also using the Councils intranet. Comments were invited from staff and trade unions. Some 40 comments were received and responded to during the consultation period.

Most issues were personal to the postholder or general queries about the process. There were no comments or issues raised that related directly to any of the equality characteristics.

### **Step 4 – Address the Impact**

1. Are you in a position to make changes to the proposals to reduce the impact on the protected groups e.g. consideration of flexible working or reduced hours including flexible retirement, voluntary reduction of grades, etc. - please specify?

All of the cited examples were available as options for any staff. There were no instances of consultation response where staff raised a query or concerns relating to the equality characteristics.

2. What changes or benefits for staff have been proposed as a result of your consultation?

Changes were made to individual job roles and to some ringfence proposals arising from the comments. All were beneficial to the postholders in questions.

3. If you are not able to make changes – why not and what actions can you take?

See response to question 2 above

4. Do the ringfence and selection methods you have chosen to implement your restructure follow council policy and guidance?

Yes

5. Will the changes result in a positive/ negative impact for service delivery/ community groups – please explain how?

The measures which are the subject of this EqIA relate to a restructure of the Council's top 3 – 4 tiers of management and do not directly relate to community groups and service users, therefore no impact on community groups and service users are anticipated arising from the consultation and from the changes proposed for this levels of management.

6. How can you mitigate any negative impact for service users?

See response to question 5 above

**Date Steps 3 & 4 completed -**

## Step 5 – Implementation and Review

1. Following the selection processes and appointment to your new structure are there any adverse impacts on any of the protected groups (the eight equalities characteristics). Please identify these.

The appointment process is largely completed as at 19<sup>th</sup> May 2011 for those posts in the first three tiers.

Appointments took place at the first three tiers as follows:

- 1<sup>st</sup> Tier – Asst CE – no change
- Directors – no change
- 2<sup>nd</sup> tier – Asst Directors- 2 redundancies – no change to overall workforce composition in relation to ethnicity, disability, gender.

2. If there are adverse impacts how will you aim to address these in the future?  
No adverse impacts were identified

3. Identify actions and timescales for implementation and go live of your new service offer.

The new structure officially goes live from 1<sup>st</sup> June 2011. Clearly where appointments have been made in advance of this date, staff have been working to their new roles.

4. If you are not in a position to go ahead on elements of your action plan – why not and what actions are you going to take?

n/a

5. Identify the timescale and actions for review of the restructure to ensure it achieved the expected benefits/ outcomes.

The structure will be reviewed as a part of the budget round for 2012/13

## Step 6 – Sign off and publication

There is a legal duty to publish the results of impact assessments. The reason is not simply to comply with the law but to make the whole process and its outcome transparent and have a wider community ownership. You should summarise the results of the assessment and intended actions and publish them.

### COMPLETED BY (Contact Officer Responsible for undertaking this EqIA)

NAME: Stuart Young  
DESIGNATION: Asst Chief Executive  
SIGNATURE:  
DATE: 10<sup>th</sup> May 2011

### QUALITY CHECKED BY (Equalities,)

NAME: Inno Amadi  
DESIGNATION: Senior Policy Officer  
SIGNATURE:  
DATE: 12<sup>th</sup> May 2011

### SIGNED OFF BY Director/ Assistant Director

NAME: Stuart Young  
DESIGNATION: Asst CE  
SIGNATURE:  
DATE: 10<sup>th</sup> May 2011

### SIGNED OFF BY Chair Directorate Equalities Forum

NAME:  
DESIGNATION:  
SIGNATURE:  
DATE:

Note - Send an electronic copy of the EqIA to [equalities@haringey.gov.uk](mailto:equalities@haringey.gov.uk); it will then be published on the council website